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INTELLIGENCE PRODUCTION COURSE NO. 20

Chief Instructor's Comments

COURSE OBJECTIVES

1. This course is designed to help prepare the Career Trainee (CT) for an assignment in the Deputy Directorate for Intelligence (DDI). To achieve this objective, the course gives the CT:

*and the DDSIT?*

a. An understanding of the intra- and inter-Agency relationships of the DDI in the areas of intelligence production, coordination, and collection.

b. Opportunities to practice some skills that are particularly useful in given DDI components.

c. Wide contact with DDI personnel at all levels of responsibility.

d. An opportunity for investigation of the problems, needs, or activities identified by a particular DDI component in which the CT may contemplate a career.

COURSE CONTENT

2. During IPC No. 20, the CTs were exposed to:

STATSPEC

a. Intelligence collection activities of the DCS, NPIC, [ ] and CGS in the DDI; and they also were briefed about the technical collection activities and capabilities of DDS&T components.

STATSPEC

b. Intelligence repositories and collections of intelligence information, including among others OCR, [ ], OCS, NPIC, Special Register, and the Map Library.

c. Intelligence production responsibilities and the use of intelligence produced by the Ops Center, JOIC, National Indications Center, OER, OCI, OSR, BNE/ONE, OSI, USIB, [ ] and others, particularly as such activities required coordination on given estimates.

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COURSE INNOVATIONS

3. For purposes of IPC No. 20, the following innovations were introduced with varying degrees of success as noted:

a. Analysis exercise. Led by [ ] with assists from Drs. [ ], this segment of three and one-half days was designed to sharpen the CTs' concepts about the principal types of analyses performed by DDI components -- basic (OBI, OCI, OER, OSR), interpretive (OSR, OER, OCI, [ ] **STATSPEC**), and predictive (ONE/BNE, OSR, OER, OCI). Articles written for the Studies in Intelligence by intelligence officers engaged in such types of estimative intelligence as noted were combined with actual estimates (the widely discussed SNIE on Cuba in September 1962), and non-intelligence writings about analysis in an attempt to make the exercise meaningful. Although the instructors were almost unanimous in their belief that the exercise had been worthwhile -- class participation was excellent -- the CTs were almost unanimous in stating that the gains from the exercise were, at best, marginal. Since this was the second time within the past year that this portion of the course had been rather extensively revised -- with apparently negative results -- it is my suggestion that it now be dropped from the program. ✓

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b. Visit to the Defense Intelligence Agency. This session of one-half day was worked out in response to previous IPC critiques indicating that such a visit would be of highly utilitarian value, as would a session with INR/State. Arrangements for the latter could not be scheduled, and the DIA visit was generally regarded as a waste of time. It will be more profitable in future sessions of the IPC to restrict the sessions to CIA components and either invite guest speakers from the other intelligence agencies or press those CIA components which do have extensive contact with DIA, INR, NSA, or other Agencies to make these relationships clear to the IPC.

c. Modification of National Intelligence Estimate exercise. Based on experience with IPC No. 19 in particular, the NIE program for IPC No. 20 was focused on the problems associated with the production and coordination of only one, rather than two, NIEs. By devoting three days to the Iraq problem, the CTs had a much better appreciation of the nuances and complexities involved in this major estimative process.

d. Based on my experiences as Chief Instructor for IPC Nos. 18 and 19, I discussed the need for rating members of the IPC on the W-A-P-S-O performance scale with Messrs. [ ]

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[redacted], pointing out that since there was no relation between IPC course grades and CT placement in the DDI -- job interviews are planned and scheduled before the completion of the IPC -- I planned to use SATISFACTORY or UNSATISFACTORY ratings for the IPC. Messrs. [redacted] deferred to Mr. [redacted] judgment on the matter. Although he stated that he had some preference (largely personal) for the continued use of the W-A-P-S-O scale, Mr. [redacted] indicated no strong objections; and, consequently, IPC No. 20 has been rated on the basis of Satisfactory or Unsatisfactory.

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e. As a result of requiring the CTs to turn in only an original and two copies of their final reports -- rather than a ditto master and five copies -- there were no complaints about the time required to prepare the final report.

#### PROBLEMS

4. In an attempt to make the course research paper more meaningful, the Chief Instructor had solicited suggestions for research topics from a wide variety of DDI offices and selected components in the DCI, DDS, and DDP structure. These new topics were incorporated with a revised list of existing topics and made available to IPC No. 20 in the hope that the research could be made more meaningful to the student as a potential officer in the DDI. With the usual exception of the student fortunate enough to select a topic related directly to the activities of an office in which the CT had a high degree of interest, most of the class found the research paper to be of marginal value; and practically all of them suffered pangs of conscience regarding their qualifications to study some of the problems suggested.

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5. This course suffered because it coincided with a period of major reorganizations within the DDI. The disruptions within the Central Reference Service, Office of Economic Research, Office of Strategic Research, and NPIC/IAS were clearly reflected in some of the presentations which these groups made to IPC No. 20; but it is anticipated that by the time of the next IPC (October 1967) these components will be better prepared to deal with the IPC.

6. In addition to the already noted difficulties regarding the course research paper -- and explained in part perhaps by the weaknesses of some of the presentations in areas undergoing reorganization -- IPC No. 20 was almost unanimous in specifying that more effort should have been devoted to providing them with "real life" experiences in the major DDI components.

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7. The overlap of the ITC with the final three weeks of the IPC was an annoyance to put it mildly. The IPC members had a particularly difficult time in the final week of the course in arranging discussions with IPF advisers who were also responsible for supervising ITC sections.

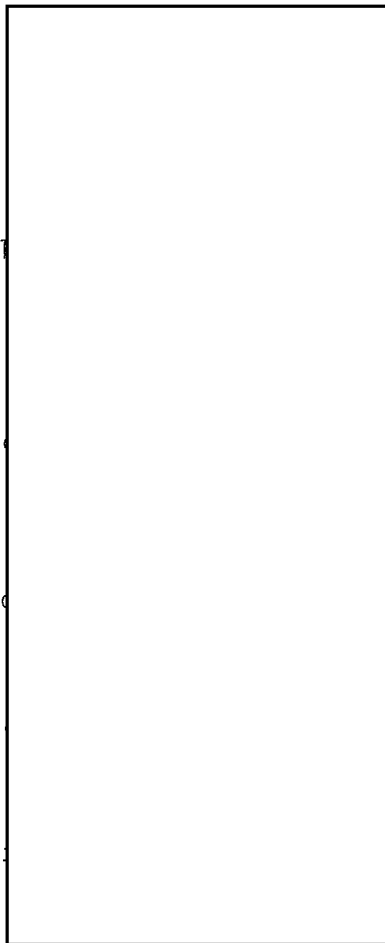
8. It was apparent that despite attempts to sharpen up some of the presentations by specific components, there is still more "fat" to be cut out of the program.

9. I am addressing myself to considerations which might make the presentations of the various DDI components more meaningful to the CT as a future employee in the DDI, and particularly to the possibilities for placing the CT in "real life" situations in the areas being investigated.

ASSIGNMENTS OF MEMBERS OF IPC NO. 20

10. The assignments of members of IPC No. 20 were as follows:

a. OCI



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RELATIONS WITH CAREER TRAINEE PROGRAM ADVISER

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11. I have been extremely pleased with the close working relationship that developed between this Office and Mr. [REDACTED], the CTP adviser for the IPC. Communication between the Offices was the best that I have experienced and, hopefully resulted in the best possible placement for members of the IPC.

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